

WASHINGTON STATE DEPARTMENT OF HEALTH

Data Strategy

Turning Data into Action for Public Health



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DATA STRATEGY

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- Dannelle Hauser-Saslo, Center for Analytics Informatics & Modernization
- Katherine Hutchinson, Disease Control & Health Statistics
- Bryant Karras, Center for Public Health Informatics
- Ryan Leisinger, Office of Innovation & Technology
- Jennifer McNamara, Office of Innovation & Technology
- Angi Miller, Disease Control & Health Statistics
- Todd Mountin, Office of Government & Community Affairs

Executive Leadership

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A Letter from Leadership

We are proud to share the Washington State Department of Health Data Strategy: Turning Data Into Action for Public Health.

If you work in public health, you already know that data is central to nearly everything we do, from tracking disease outbreaks to understanding which communities need support, from measuring program effectiveness to making the case for resources. But you also know that getting the right data to the right people at the right time is harder than it should be. Systems don't always talk to each other. Processes can be unclear. And too often, the people closest to the work don't have access to the information they need to act. This strategy is our commitment to changing that.

Our vision is straightforward: turn trusted data into public health action for all Washingtonians. Our mission is to build and sustain a collaborative data ecosystem that supports the health and wellbeing of every community we serve. We want a public health system where data flows to where it's needed, when it's needed and better decisions follow.

Three values guide what we build: accuracy, timeliness, and relevance. Three commitments shape how we build it: equity, partnership, and trust. And four principles keep us grounded: people over technology, change as opportunity, simplicity over complexity, and progress over perfection. These are the standards we hold ourselves to when we're making decisions about where to invest our time and resources.

This document is a living strategy. The core vision, mission and goal provide lasting direction, but each year the Data@Health Collaborative sets specific objectives and measurable results that translate direction into action based on where we are currently. The annual goals are published as appendices, so we can adapt without losing our foundation. We learned a lot in Year 1 about what works and what doesn't. Year 2 reflects those lessons.

We also recognize that no single office or jurisdiction can solve the challenges facing public health data. This work requires partnership across state programs, local health jurisdictions, tribal nations, and the many organizations that make up Washington's public health ecosystem. The strategy you're reading was shaped by input from partners across that ecosystem, and its success depends on continued collaboration.

We're optimistic about what we can accomplish together and realistic about the work ahead. If you're reading this, you are a part of making it happen. We invite you to engage with these priorities, share what you're learning, and help us build something that works for everyone.

Michelle Campbell, Chief Data Officer, Washington State Department of Health

Our Commitments

Equity in Access & Action

We will ensure data practices advance health equity and serve all communities.

Washington's public health partners range from large urban health departments with dedicated informatics teams to rural jurisdictions and Tribal health organizations working with minimal data staff. If our strategy only benefits those who already have capacity, we deepen the very inequities public health exists to address. We design for the full range of our partners. We prioritize solutions that work, and we make sure the tools and datasets we build can surface health disparities.

Partnership & Shared Stewardship

We will work across state, local, and tribal partners as co-owners of public health data.

Public health data does not belong to any single agency. It flows across jurisdictions, programs, and levels of government. The most effective approach treats partners not as consumers of what we produce, but as co-stewards who shape priorities, contribute expertise, and share accountability for results. We develop strategy collaboratively. We will build tools that partners can adopt, adapt, and improve. And we will keep the two-way relationship between practitioners and leadership at the center of how we work.

Trust, Privacy & Transparency

We will build trust through responsible data use, clear governance, and open communication.

Partners have been clear with us: unclear processes, siloed data, and opaque decision-making are real barriers to collaboration. Without trust, even well-designed systems go unused. We make governance transparent and accessible. We will communicate openly about what is feasible given our resources. We will protect privacy through responsible practices. And we will demonstrate through consistent action that sharing data with us is safe and worthwhile. Every priority in this strategy depends on this foundation.

How We Work

This strategy was built through partnership. The people who work with data every day and program staff across state, local, and tribal health jurisdictions shaped these priorities alongside the leadership who support their work. That two-way relationship is how we keep strategy grounded in real challenges while making sure teams have the resources and authority to act.

Discovery & Assessment • Workshops • Co-Creation

Our Data Strategy Framework

We use Objectives and Key Results (OKRs) to turn strategy into measurable action. OKRs are a goal-setting framework that creates alignment and accountability across organizations. They work by pairing a qualitative objective, what we want to achieve, with quantitative key results, how we will know we got there.

Objective

What do we want to achieve? Qualitative. Inspiring. Timebound.

Key Results

How will we know we got there? Quantitative. Measurable. Evidence of progress.

This framework embodies our guiding principles. OKRs create transparency so everyone sees how their work connects to the mission; people are the priority. Regular cycles mean we adapt and improve rather than rigidly follow outdated plans; change is an opportunity. One objective with a few key results keeps things focused; simplicity is essential. And the measure-learn-adjust rhythm rewards progress over perfection, which is how modernization works.

How Strategy Connects to Daily Work

Our OKR framework operates at two inter-connected levels:

Strategic OKRs Set by the Data@Health Collaborative

Where are we going?

Strategic OKRs establish the shared direction. The Data@Health Collaborative sets the Strategic Objective with measurable Key Results that define what we aim to achieve together and how we will measure success.

Tactical OKRs Set by operational teams

How do we get there?

Tactical OKRs turn strategy into operations. These are team-level plans and activities that move

Strategic Key Results forward. Regular tactical meetings bring practitioners and leadership together to review progress, surface barriers, and adjust course based on what teams are learning.

This cycle is intentionally bidirectional. Practitioners shape strategy through their hands-on expertise. They know what's working, what's blocked, and what's emerging. Leadership ensures teams have the support, resources, and decision-making authority to succeed. Lessons from tactical execution flow back into strategic planning, creating continuous improvement.

How This Strategy Evolves

This strategy evolves in response to three inputs: shifts in national and state priorities from partners like the CDC and WaTech, operational insights from tactical teams doing the work on the ground, and routine assessment of outcomes against our stated goals. Together, these inputs ensure our direction stays aligned with the broader public health landscape while remaining grounded in what we are learning through implementation.

Each year, the Data@Health Collaborative reassesses our current state and identifies priorities for the year ahead. This process considers changes in federal and state strategy, feedback from tactical OKR sessions, progress against prior year Key Results, and emerging needs surfaced by partners. The result is a Strategic Objective and Key Results that reflect where we are, where we need to go, and what is realistically achievable given current resources.

These annual OKRs are published as appendices to this strategy:

- Each appendix captures one year's Strategic Objective and Key Results
- New appendices are added as annual OKRs are developed and approved
- Prior appendices are retained to document progress and institutional learning

This structure maintains strategic continuity while preserving the flexibility to adapt as the environment, our capabilities, and our understanding of what works continue to evolve.

Who This Strategy Serves

This strategy serves the entire Washington public health ecosystem:

- State public health programs and leadership
- Local health jurisdictions of all sizes, including rural and under-resourced communities
- Tribal nations and tribal health organizations
- Research partners through provisioned access for IRB-approved studies
- The public through open data and transparent reporting

Strategic Alignment

This strategy aligns with state, federal and agency initiatives so that our work reinforces rather than duplicates what our partners are doing. The table below shows how our priorities connect to key federal and state strategies.

DOH Data Strategy	WaTech Enterprise Data Strategy (2025-2027)	CDC Public Health Data Strategy	DOH Priorities
Priority 1: Trusted Data Governance & Privacy	Governance as a Foundation; Privacy, Security & Digital Trust	Goal 4: Advance open and interoperable public health data	Health Justice; DOH Operations
Priority 2: Production-Ready Analytics Infrastructure	Goal 3: Expand Data Analytics for Smarter Services	Goal 2: Accelerate analytic solutions; Goal 3: Visualize and share insights	Healthcare; Public Health Systems
Priority 3: Data-Driven Public Health Value	Goal 1: Build Partnerships; Goal 2: Ensure Data Literacy	Goal 3: Visualize and share insights to inform action	Health Justice; Public Health Systems
Priority 4: Infrastructure Modernization	Goal 1: Build Partnerships; Governance as a Foundation	Goal 1: Strengthen core public health data; Goal 4: Interoperability	Healthcare; DOH Operations
Commitments: Equity, Partnership, Trust	Equity in Action	Health equity through data completeness	All Five Pillars; All Five Values

Washington State Enterprise Data Strategy (2025-2027)

Our priorities mirror WaTech’s emphasis on partnerships, data literacy, and analytics for smarter services. Our commitments to equity, partnership, and trust, parallel WaTech’s foundational pillars. As an agency-level strategy, we put the enterprise vision into practice for public health.

CDC Public Health Data Strategy & Data Modernization Initiative

Our focus on interoperability, standardized data exchange, and system modernization directly

supports federal public health goals. The CDC’s work on electronic case reporting, Fast Healthcare Interoperability Resources (FHIR)-based exchange, the One CDC Data Platform, Minimal Data Necessary (MDN) standards, and a single jurisdictional Data Use Agreement framework aligns with our infrastructure, governance, and analytics priorities. Our governance work supports the standardized agreements that federal data sharing depends on.

DOH Priorities

This Data Strategy is designed to advance the agency’s strategic direction as defined by the Secretary of Health. That framework is grounded in five core values: Human-Centered, Equity, Collaboration & Partnership, Seven Generations, Excellence and are organized around five pillars: healthcare, public health systems, workforce, health justice, and DOH operations. Data is the connective tissue across all five pillars. Trustworthy, timely, and equitable data strengthens the healthcare systems and public health infrastructure our communities depend on; it develops and supports the workforce that delivers care; it surfaces and helps dismantle the conditions that drive health injustice; and it makes DOH operations more effective and accountable. The four priorities in this strategy are not a parallel agenda; they are how the agency’s values and strategic direction get translated into data practice.

Tribal Data Sovereignty

We recognize that tribal nations have inherent sovereignty over their data. Our commitment to tribal partnership includes respecting tribal data governance principles and engaging in meaningful consultation on data practices that affect tribal communities. This strategy was developed with tribal partner input, and we remain committed to ensuring that data sharing relationships with tribes are built on mutual respect, clear agreements, and recognition of tribal authority over tribal data.

Federal Interoperability Requirements

Our infrastructure priorities align with federal interoperability mandates that shape the public health data landscape. The 21st Century Cures Act and its information blocking provisions reinforce the importance of open, accessible data exchange. The Trusted Exchange Framework and Common Agreement (TEFCA) established a national approach to health information exchange that our systems must support. Centers for Medicare & Medicaid Services (CMS) data modernization requirements influence funding pathways and system design for Medicaid-eligible programs. These federal frameworks inform our approach to system modernization and guide funding pathway development.

WA State AI Policies

Our governance priority includes establishing an AI governance framework aligned with Washington state policy DATA-04, ensuring that advanced analytics are deployed responsibly and transparently.

Interagency Data Collaboration

Achieving population health impact at scale requires strong data collaboration across sister agencies. The Health Care Authority (HCA) is a critical partner. Medicaid data, behavioral health data, and cross-program population insights depend on a robust WA DOH-HCA data relationship. This strategy is designed to support and advance Washington’s health subcabinet data collaboration priorities, recognizing that our shared public health mission crosses agency boundaries. Interoperability with sister agencies is central to delivering on the health outcomes this strategy exists to enable.

2026 Strategic OKRs

We stand on the shoulders of those who came before us; sovereign tribal nations, public health workers, and community partners who built the systems and relationships we depend on today. The work below is our commitment to the next generation of decision-makers, communities, and stewards of public health data in Washington state.

Strategic Objective

Establish a trusted data ecosystem that enables equitable, data-driven public health action across Washington state by December 2026.

This objective reflects where we are in our journey. Year 1 taught us that foundational work including building trust, clarifying governance, and demonstrating value must come before more advanced capabilities. The four Key Results below define how we will measure progress toward this objective in 2026.

Priority 1: Trusted Data Governance & Privacy

Governance that builds partner confidence, streamlines data access, and enables responsible use of advanced analytics.

Why This Matters

Trust is the foundation of data sharing. In every conversation with partners, governance and streamlined access come up as top priorities. Unclear processes and siloed data have been real barriers to collaboration. Without trusted governance, critical insights stay locked away and opportunities to improve health outcomes are lost.

Clear, accessible governance and a culture of shared stewardship create the conditions for partners to confidently share, access, and use data.

Focus Areas

- Respect Tribal data sovereignty through meaningful consultation and governance frameworks that honor Tribal authority over Tribal data
- Streamline data sharing agreements to reduce barriers and speed up collaboration
- Position Washington for adoption of CDC's single jurisdictional Data Use Agreement framework to replace fragmented program-specific agreements
- Create clear documentation so partners can easily navigate data request and sharing pathways
- Shift culture from protective data silos toward shared ownership
- Clarify governance roles and responsibilities, including escalation pathways for key decisions
- Develop guidelines for data quality standards and cataloging best practices
- Establish an AI governance framework for responsible use of advanced analytics with sensitive

data, aligned with CDC’s forthcoming generative AI guidance and the HHS AI Strategy

Priority 2: Production-Ready Analytics Infrastructure

Accessible analytics services with documented onboarding, operational support, and datasets that support health equity analysis.

Why This Matters

Partners need more than raw data; they need tools and services they can use. Foundational improvements like data catalogs matter, but only if they come with user-friendly interfaces and clear pathways to access analytics.

A sustainable analytics model with standardized services and documented onboarding ensures that capabilities reach partners of all sizes and technical capacities.

Focus Areas

- Create shareable, reproducible tools that LHJs can adopt and contribute to
- Explore shared analytics platforms that serve partners of varying technical capacity
- Establish standardized service tiers with clear ownership and support models
- Ensure datasets support health equity analysis by design

Priority 3: Data-Driven Public Health Value

Measurable public health impact through documented outcomes, cross-jurisdictional partnerships, and workforce development.

Why This Matters

Data investments must lead to real improvements. Partners and leadership need to see how data capabilities drive better decisions not just technical metrics, but stories of impact that demonstrate value and build support for continued investment.

Documenting successes and assessing capabilities across partner groups creates a roadmap for equitable workforce development. It shows the tangible benefits of our collective efforts and value of our impact.

Focus Areas

- Engage Tribes and LHJs in developing workforce and capability roadmaps that reflect community needs
- Ensure solutions work for all, including smaller LHJs and Tribes
- Document and share success stories showing data-driven impact across the ecosystem
- Ensure platforms and tools are accessible to partners at all levels of technical capacity, with particular attention to rural jurisdictions and Tribal health organizations
- Develop training in data management, analytics, and governance for workforce development
- Build data literacy and storytelling capacity so insights drive decisions at every level

Priority 4: Infrastructure Modernization & Sustainability

Assess, prioritize, and advance mission-critical systems toward interoperability, federal alignment, and sustainable funding.

Why This Matters

Washington's public health infrastructure includes legacy systems critical to disease surveillance, vital records, and program operations. Without systematic assessment and prioritization, modernization stays fragmented and reactive.

Assessing systems with capability-to-cost mapping and positioning for federal interoperability including FHIR-based exchange, electronic case reporting (eCR), and United States Core Data for Interoperability (USCDI) standards creates a sustainable path forward. In aligning with available funding and national standards, we can modernize strategically.

Focus Areas

- Establish clear frameworks for system keep, replace, or retire decisions
- Map federal interoperability requirements and position systems for CDC data modernization compliance
- Prioritize Medicaid-eligible systems for funding pathway development
- Align modernization with decision package cycle timing for sustainable investment
- Advance interoperability standards including FHIR, eCR, USCDI, and Minimal Data Necessary (MDN) for emergency response data
- Identify and pursue sustainable funding for mission-critical system modernization

Moving Forward Together

This strategy sets a shared direction for public health data modernization in Washington. Making it real depends on all of us. The priorities we have outlined are ambitious, but they are achievable if we work together.

What You Can Do

1. Engage in planning. Join tactical OKR sessions to shape initiatives relevant to your jurisdiction or program. Your perspective makes the work stronger.
2. Align and collaborate. Look at how your organization's data work connects to these priorities. Share insights, tools, and lessons learned. We are all building toward the same goals.
3. Give us feedback. Tell us what is working and what needs to change. Your input directly shapes how we implement this strategy.
4. Champion data-informed culture. Advocate for investment in data infrastructure, governance, and workforce development. Help others see why this work matters.

Being Realistic About Resources

We know that financial and workforce realities shape what is achievable. This strategy is designed to scale, priorities can be accelerated or phased based on funding, capacity, and partner readiness. We are committed to being transparent about what is feasible and making steady progress toward our long-term vision, even when resources are tight.

The future of data-informed public health is in our hands.

Let's build it together.

Contact

We welcome your questions, ideas, and feedback. Please reach out:

Michelle Campbell

Chief Data Officer

Washington State Department of Health

Dannelle Hauser-Saslo

Data Strategy Manager

Washington State Department of Health

Data@Health@doh.wa.gov

Appendix A: 2025 Strategic OKRs

The 2025 Strategic OKRs represent Year 1 of our OKR-driven approach. This inaugural year established five Strategic Objectives aligned with the CDC Data Modernization Initiative pillars. 15 teams tracked 114 tactical initiatives and, in the process, we learned what works and what we needed to adjust.

Year 1: Establishing the Foundation

Five Strategic Objectives Aligned with CDC Data Modernization Initiative

Strategic Objective 1: Data Access & Usability

Increase management, access, and usability of public health data for decision-making.

Aligned with CDC Pillar: Build the Right Foundation

Key Results

- Implement centralized data catalog organizing public health data assets
- Establish metadata standards and data lineage tracking
- Deploy data quality standards and monitoring processes
- Streamline data sharing with standardized agreements

Strategic Objective 2: Sustainable Systems

Establish transparent frameworks for managing priority efforts to assure resource availability and long-term financial sustainability.

Aligned with CDC Pillar: Manage Change and Governance

Key Results

- Develop evaluation framework for data initiatives
- Establish portfolio management and project prioritization processes
- Identify sustainable funding pathways for priority systems
- Document cost-recovery models for key services

Strategic Objective 3: Innovation & Culture

Foster an organizational culture that embraces new ideas and accelerates innovative solutions.

Aligned with CDC Pillar: Accelerate Data Into Action

Key Results

- Advance analytics capabilities including machine learning and AI
- Implement agile and iterative development practices
- Establish systematic experimentation and rapid prototyping processes

- Build scalable architecture for emerging technologies

Strategic Objective 4: Future-Ready Workforce

Co-create a future-ready public health workforce with the data skills needed for modern public health practice.

Aligned with CDC Pillar: Develop State-of-the-Art Workforce

Key Results

- Conduct workforce capability assessment across partner groups
- Establish targeted development pathways for critical skills gaps
- Deploy training programs in data management, analytics, and governance
- Build mentorship and knowledge-sharing mechanisms

Strategic Objective 5: Partner Voice

Ensure partners across the public health ecosystem have a voice in data modernization.

Aligned with CDC Pillar: Support and Extend Partnerships

Key Results

- Establish feedback mechanisms across teams and LHJs
- Engage tribal partners in strategy development
- Create collaborative governance structures with partner representation
- Document and incorporate partner input into priority-setting

What We Learned in Year 1

Year 1 taught us important lessons that directly shaped our approach for Year 2:

- Five strategic objectives proved too broad for focused execution. We consolidated to one strategic objective with four key results for Year 2
- Technical infrastructure initiatives showed stronger completion rates than cultural transformation efforts
- Resource constraints from funding uncertainty impacted momentum on partnership and workforce initiatives
- A foundation first approach is essential. Governance and trust must be in place before advanced capabilities can succeed
- Solutions must explicitly benefit smaller jurisdictions, not just those with robust informatics capacity

These lessons led us to adopt a more focused, foundation-first approach for 2026. We are building the trust and infrastructure that will enable us to move faster in future years.

Appendix B: 2026 Strategic OKRs

The 2026 Strategic OKRs represent Year 2 of our OKR-driven approach. Based on what we learned in Year 1, we consolidated from five strategic objectives to one focused strategic objective with four measurable key results. This sharper focus positions us for meaningful progress.

2026 Strategic Objective

Establish a trusted data ecosystem that enables equitable, data-driven public health action across Washington state by December 2026.

How We Developed These OKRs

The 2026 OKRs emerged from a collaborative process that combined lessons from Year 1 with assessments and input from across the ecosystem.

When	What We Did	Who Was Involved
Q1-Q3 2025	Three tactical OKR meetings: progress reviews, barrier identification, priority adjustments	Practitioners & Leadership
October 2025	Strategic brainstorming sessions: priorities identified across four themes	Data@Health Collaborative Members
November 2025	Draft Strategic OKRs developed; tactical insights integrated	Office of Innovation & Technology leaders
January 2026	Year 1 Retrospective; lessons shape Year 2 approach	Data@Health Collaborative Members
January 2026	Final Strategic OKRs approved; strategy launched	Voting Members, Chief Data Officer, Data Strategy Manager

2026 Planning by the Numbers

3	4	85+	80+	101+	4
Tactical OKR Meetings	Planning Sessions	Partners Invited	In Attendance	Ideas generated	Priorities Identified

2026 Key Results

Key Result 1: Trusted Data Governance & Privacy

We will build trusted, equitable data governance measured by:

- Standardized governance and privacy processes documented, published, and demonstrating 60-70% confidence and adoption across active data sharing partners
- 70% of partners report they can easily find and understand how to request, share, or use data
- Formal AI governance framework established to guide responsible use of advanced analytics

Key Result 2: Production-Ready Analytics Infrastructure

We will establish accessible, production-ready analytics services measured by:

- Foundational cloud analytics operating model documented with standardized service tiers
- 3-5 priority datasets identified, documented, cataloged, and meeting quality standards with ability to support health equity analysis
- 3-5 analytic services production-ready with documented onboarding, support models, and clear ownership

Key Result 3: Data-Driven Capability Delivering Value

We will demonstrate data-driven public health impact measured by:

- 3+ documented examples of data capabilities improving public health decisions or outcomes, including 2+ cross-jurisdictional or tribal partnerships
- Completed data capabilities assessment across partner groups informing an equitable workforce priorities roadmap

Key Result 4: Infrastructure Modernization & Sustainability

We will establish sustainable infrastructure modernization capability measured by:

- 50% of mission-critical systems assessed, documented, and prioritized with keep/replace/retire decisions and capability-to-cost mapping
- Foundational interoperability infrastructure operational with data exchange requirements submitted to state governance and automated reporting pathways defined for 2+ priority streams
- Interoperability, standards, and infrastructure advanced for 2-3 prioritized enterprise systems
- Repeatable funding process documented with 3+ priority systems (Medicaid-eligible prioritized) assessed for funding pathways aligned to decision package cycle